

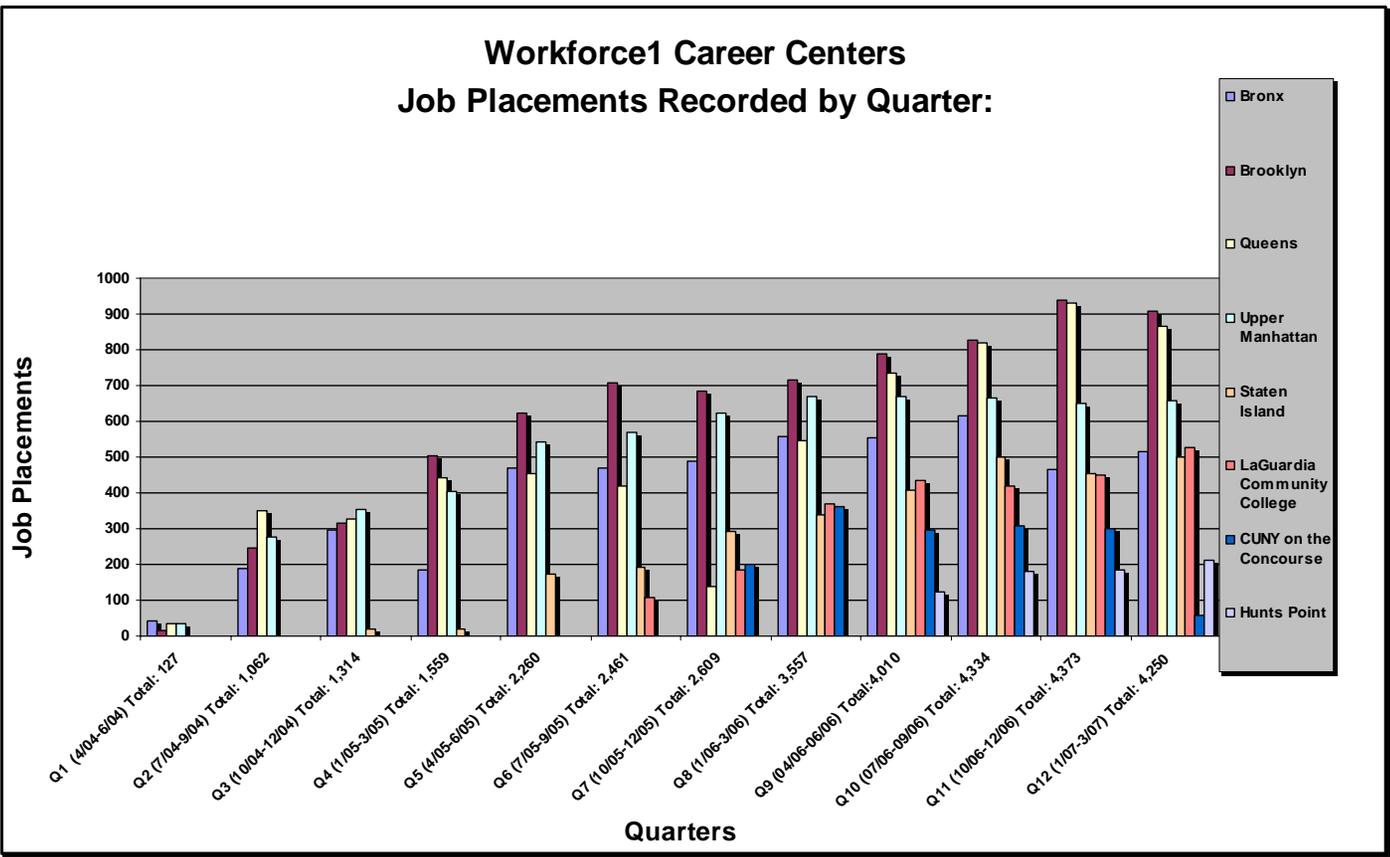


New York City Department of Small Business Services
www.nyc.gov/sbs

***Pre-RFP Conference for New Programs
August 2007***



- SBS's results-oriented approach to workforce development has gone from placing hundreds of unemployed job seekers to thousands; since 2004, more than 27,500 customers have been placed in jobs with 3,000 companies
- Building upon our success and volume, SBS will provide retention and advancement services as the next critical step in ensuring career growth for jobseekers and meeting employer demand.



Strengthening NYC's Workforce System



Based on SBS's success in integrating economic development and workforce development, Mayor Bloomberg has charged SBS with the implementation of programming targeted at the working poor through the Center for Economic Opportunity.



" Even though today more New Yorkers are working than at any time in our city's history...the fact remains that more than 1.5 million New Yorkers confront conditions that meet the national definition of poverty."

—Mayor Michael Bloomberg

Guiding Principles for SBS's CEO Programs:

- Launch innovative programming that has not been previously implemented at scale in NYC
- Move the working poor out of poverty through interventions tailored to the needs of working individuals
- Leverage the existing Career Center system where possible
- Use a demand-driven approach that works closely with business in all program strategies and implementation.



Program Context

- Historically, in New York City, individuals with criminal records work in entry level jobs with minimum wages
- Less than half are employed after 6 months on the job. And only 10-20% are employed after a year
- When they leave the work force they either get rearrested and return to jail or suffer long periods of unemployment
- They then get another entry level job and the cycle starts again
- This program is designed to break that cycle. To begin moving individuals with criminal records to long term jobs that lead to economic self sufficiency



Program Goals

- 1. To facilitate coordinated programming among the public workforce system, the New York City Department of Probation and providers to increase the number of probationers connected to jobs that lead to economic self-sufficiency**
- 2. To provide the education, training and support services necessary to prepare probationers for long term jobs leading to economic self sufficiency**
- 3. To place 500-600 unemployed and underemployed NYC probationers in jobs with wages of least \$9.00 an hour**
- 4. To achieve job retention rates of at least a year**



Population to be Served

- New York City Probationers (both existing and newly sentenced) who are ***unemployed or underemployed***, and 18 years and older
- Nearly 32,000 individuals are currently in the probation system in New York City. Approximately half of these individuals are unemployed.
- Probationers will come from two or three boroughs (Brooklyn, Queens and/or the Bronx) depending on the quality of applications



Rationale for Program

- Addresses a service gap - no discreet employment program for probationers
- Prevents serious crime - linking probationers to jobs can prevent their engagement in more serious crime (Studies show that finding and maintaining employment can reduce recidivism^[1])
- Systems change – Program enhances capacity of the city’s Workforce System and the Department of Probation to provide employment programming to individuals with criminal records.

^[1] “Uggen, Christopher. Work as a Turning Point in the Life Course of Criminals: A Duration Model of Age, Employment, and Recidivism.” American Sociological Review, Vol. 65, No. 4 (Aug., 2000), pp. 529-546



Contract Management By SBS

- SBS will manage all aspects of the contract assuring that recruitment, training, support, placement, retention and advancement take place effectively and in designated time frames
- The contractors' and SBS' respective responsibilities:
 - SBS staff will regularly visit program sites, assess implementation progress and help contractor staff address issues that arise
 - Contractors will provide regular tracking and management reports to SBS
 - Contractors will participate in monthly performance review meetings
 - Contractors will participate in regular learning sessions with one another to discuss implementation challenges and share successes



Partnership with NYC Department of Probation

- NYC Department of Probation will identify eligible probationers to participate in this program.
- Contractors must work closely and collaboratively with the Department of Probation to assure that the referrals made are sufficient in number and appropriate for the program
- Senior management at DOP is working closely with SBS in the program design process and is aligning data management, staff service flow and intake processes to support this as a priority program
- The Contractor will regularly update the Department of Probation on participants' progress and coordinate case management efforts with the DOP



Approach to Employer Services

- Pursue ***demand driven strategies*** working closely with businesses to first source jobs, and then train and screen appropriate candidates for each job order. ***Meeting the business and jobseeker needs concurrently is central to this approach***
- Provide ***human resources services*** to businesses, including hiring and training services, with an emphasis on addressing the challenges that arise for individuals in the criminal justice system
- Pursue ***innovative approaches to job development*** such as the creation of social enterprises (e.g. Greyston Bakery), apprenticeships and partnerships with consortia of employers
- Link employers to ***benefits*** such as wage subsidies, tax credits and bonding insurance
- Pursue job placements that are tied to growth industries with ***at least 15% of placements made through the Workforce1 Career Centers***. There are career centers in each of the boroughs being considered for this program – in Jamaica, Queens, Downtown Brooklyn and the South Bronx



Approach to Jobseeker Services

Assessment, Preparation and Job Placement

- Develop innovative and unique strategies that lead to employment and long-term retention
- Develop and implement a post-sentencing plan that includes formal skill assessment to determine areas of interest and aptitude, and an assessment of social service and skill development needs
- Screen and train appropriate candidates for jobs
- Provide direct access to skills development opportunities offered onsite or through partnerships. Skills development opportunities should include:
 - Work readiness and preparation skills
 - GED, ESL, Adult Basic Education and literacy training
 - Technical, occupational and/or vocational skills training



Approach to Jobseeker Services (cont'd)

- Link participants to social services that address job placement barriers (e.g. drug/alcohol abuse, family issues, mental health issues)
- Counsel participants in how to address other barriers such as lack of identification and work documents, “rap sheet” issues and background checks, lack of certificates of relief and civil legal issues (e.g. child support)
- Place participants with requisite skills in jobs paying \$9.00 or more and other participants in jobs paying as close to \$9.00 as possible.



Long-Term Retention Programming

Long term retention is a key goal of this program as, historically, retention rates for individuals with criminal records have been poor and significantly lower than the general population

Two concurrent retention goals:

- Placing participants in high quality jobs with advancement opportunities
- Ensuring that participants have the skills, education and support necessary to succeed and advance in a job

Potential Strategies:

- Work with businesses, supervisors and Workforce1 Career Center staff to understand and address retention issues with placed participants
- Link employees needing a GED, technical skills or social service supports (e.g. counseling) to appropriate programming
- Provide case management and coaching for at least one year post-placement to address issues that arise during employment, find new jobs for participants if they're terminated, coordinate their educational programming and social services, and track their progress



Expected Outcomes

- Job placement for 500-600 probationers each year. A large percentage (percentage will be negotiated at time of contract) placed in jobs paying \$9.00 an hour
- Job retention for a large percentage of employees for a minimum of one year
- Provision of job placement and retention services, such as educational supports and social services.
- Recidivism reduction when compared to general probation population (Will be tracked but not part of the performance based payment structure)



Budget & Contracting Options

- Between two and three contractors will be selected to deliver these services
- SBS anticipates that a total of \$6 million will be available for a two year period (\$3million each year) with an option to renew for a third year
- Start up costs will be available in the amount of up to \$500,000
- A percentage of the contract will be dedicated to contractors' technical assistance needs
- SBS expects that contractors will leverage new and existing resources to supplement the services funded under this contract



Concept Report for the Criminal Justice Program
is available at : www.nyc.gov/sbs

Comments may be submitted through:

September 21, 2007

Q & A